



CPO Newsletter (Non-US)  
435 MSS/DPCN

## SUPERVISOR'S CORNER

Unser Arbeitsplatz  
December 2001

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Leave Plan	S-1	Position Classification	S-3
Conduct & Discipline	S-1/2	Position Management	S-4
DCPDS update	S-2	Manpower	S-4
USAFE Form 52	S-3		

**Leave Plan 2002** Supervisors are required to establish an annual leave plan for non-US personnel during the first quarter of 2002. Take the employee's leave plans into consideration and weigh them against the leave plans of other employees considering operational requirements. Also, attention needs to be paid to social components like employees with school children. IAW the Tariff Agreement, at least half of the annual leave entitlement will be taken consecutively.

## Conduct and Discipline

Discipline and work morale are the essence of effective teamwork. We all must maintain a work environment that enables both supervisors and employees to recognize and carry out their responsibilities. Clear communication and consistent enforcement of established requirements, early identification of conduct and performance problems, fair treatment and motivation of employees, will help to minimize conduct and disciplinary actions.

Employees are expected to perform the assigned duties conscientiously and to conduct themselves in a proper manner. When employees fail to do so, corrective or disciplinary action may be appropriate. However, the purpose of any action is primarily to correct rather than to punish.

Before initiating an action, the supervisor must consider all aspects of the situation and interview the employee. Take the employee's explanation and point of view in consideration. Then decide on the action that needs to be taken. Records of counseling should be kept with AF Form 971, Supervisor's Employee Brief. Counseling is a communication effort between you and the employee and is not considered a derogatory action in itself. All disciplinary actions and letters of warning must be coordinated with the Civilian Personnel Office beforehand. Supervisors, first-level or higher, will initiate the corrective and disciplinary actions as necessary. Please contact your Employee Management Relations Specialist for assistance.

Disziplin und Arbeitsmoral sind Quintessenz effektiver Teamarbeit. Wir alle müssen zu einer Arbeitsumgebung beitragen, in der Vorgesetzte und Arbeitnehmer gleichermaßen anerkannt werden und für ihre Arbeit verantwortlich sind. Klare unmissverständliche Kommunikation und konstante Durchführung von bestehenden Anforderungen, frühe Identifikation von Verhaltens- und Leistungsproblemen wird dazu beitragen, Korrektur- und Disziplinarmaßnahmen zu minimieren.

Von Arbeitnehmern wird erwartet, dass sie die angewiesenen Aufgaben gewissenhaft

korrigierende Massnahmen, als auch Disziplinarmaßnahmen in Betracht kommen.

Sie sollten wissen, dass der Grund jeder Massnahme in erster Linie der Korrektur dienen soll und nicht zu einer Bestrafung vorgesehen ist.

Vor Einleitung einer Massnahme muss der Vorgesetzte alle Aspekte der Situation überprüfen und den Arbeitnehmer zu dem Vorfall hören. Die Begründung des Arbeitnehmers und seine Sichtweise sind zur Kenntnis zu nehmen. Erst dann sollte eine Entscheidung über die zu veranlassende Massnahme getroffen werden. Belehrungen (Counselings) sollten auf dem AF Formblatt 971 (Handakte des Vorgesetzten) eingetragen werden. Eine Belehrung ist eine

Abmahnungen müssen vorab mit dem Personalbüro koordiniert werden. Der unmittelbare oder nächsthöhere Vorgesetzte wird notwendige korrigierende und disziplinarische Massnahmen einleiten. Kontaktieren Sie Ihren zuständigen Sachbearbeiter(in) in der Personalbetreuung.

**Important**

## Deployment of Modern Defense Personnel Data System (DCPDS)

**Important**

As announced in our memorandum for supervisors dated 20 November 2001 a new DOD personnel data system will deploy on 15 February 2002. This is to reiterate your attention to the fact that there will be a moratorium on processing personnel actions from 10 February until 08 March 2002. During this period of time we will not be able to process most personnel actions including any fill actions. Emergency actions such as resignations, terminations, and leave without pay, retirement, and change in work hours will be processed manually. We will do our best to work around the deployment and make the transition as smooth as possible.

**POC: Ute Heinz, Room # 303, DSN: 480-4201**

# PERSONNEL ACTION REQUESTS (USAFE 52's)

A Personnel Action Request (USAFE-52) is the official form used by management to request the Civilian Personnel Office to process personnel and/or position action. For position classification purposes, the USAFE 52 may request establishing, reviewing, changing, or deleting a position. Supervisors are authorized to request position and personnel actions after prior coordination with higher-level management. Some position action requests may require prior manpower approval and/or prior coordination with the works council. Some requests will require attaching new position descriptions, organization charts, and or statements to clarify reason for and purpose of the request. Extreme care should be exercised on filling out these requests, because these are the official means of communication between the supervisor and the servicing human resources specialist in the Civilian Personnel flight. An error on indicating the position title, number, UMD authorization, the location, or the sensitivity of the position may result in a wrong personnel or position action. Most of the information required on the form is self-explanatory and should not cause any problems, if the supervisor has an up-to-date record of the positions in his/her area of responsibility. Human Resources Specialists and assistants will provide further information and assistance if you call 480-2137 or 5296.

## Position Classification Principles

by Effat Aziz, 435 MSS/DPCC

Supervisors assign duties and responsibilities in accordance with their manpower authorizations to satisfy the requirements of the function. These duties and responsibilities are officially recorded on a position description (USAFE Form 1378) and certified by the supervisor who assigns the duties. Position descriptions, organization charts, and functional statements help the classifier to analyze the level of difficulty and responsibility for the position through comparison with the Collective Tariff Agreement (CTA II). The predominant duties of the position are grade controlling.

Classifiers use various sources of information to get more acquainted with the position in question. USAFE Standard Position Descriptions might also be used to help determine the level of complexity and responsibility. Some positions do not require developing a position description because they are well defined and/or described in tariff criteria or standard position descriptions. Many factors play a role in the analysis process. These are supervision provided to the position, complexity of the job, mental application, judgment and decision making requirements,

scope and effect, personal contacts and their purpose, qualification requirements, the organization structure, the recognized mission of the function and the mix of manpower authorizations. All assigned classifications must be in conformance with the tariff criteria. Classifiers are not authorized to assign a grade solely on the basis of comparison with other positions within the function, the organization, the installation, the major command or another agency. Please call your servicing classifier at ☎480-2137, if you have any question.

# Position Management

by Effat Aziz, 435 MSS/DPCC

The Air Force requires managers and supervisors to manage positions efficiently and economically. Supervisors should carefully review their organizations to see if there are cases of job dilution, narrow span of control, excessive supervisory layering, unwarranted use of assistants or deputies, inflated position descriptions and/or a mismatch of authorized strength with work load. If a self-evaluation reveals that your organization exhibits any of the symptoms of poor position management, you should not hesitate to seek the assistance of the Civilian Personnel Office and manpower specialists in developing a plan of action to correct the situation.

The best time for a supervisor to effect changes on positions with no adverse effect on employees is when positions are vacant. Supervisors are required to review positions for better restructuring and effective position management before they submit their fill request for personnel actions.

If you need further information, please call your servicing classifier at ☎ 480-2137.

## Manpower Planning and Control

by Effat Aziz, 435 MSS/DPCC

The Manpower Engineering Team (MET) establishes manpower requirements for each position. These manpower requirements are expressed in terms of Air Force Specialty Codes (AFSCs), which define the specialty, the category, and the skill levels required to perform the function. The MET performs studies to analyze work situations and update authorizations. All supervisors and managers are required to

review and comply with these authorizations. If managers do not concur with number, specialty, or skill level of authorizations in their functions, they have to contact the MET to request and justify the desired changes. All managers should try to abide by their authorizations and request establishing and filling positions in accordance with the specialty and skill level indicated by the AFSCs on the manpower documents.

Exceptions to this rule are authorized only if special conditions exist, such as labor market conditions or unique working situations. These conditions must be documented and alignment of established position with authorized AFSC must be accomplished as soon as conditions change. For further information, please call your servicing classifier at ☎ 480-2137.